



Department of General Services
Procurement Division
707 Third Street, Second Floor
West Sacramento, California 95605

MASTER SERVICES AGREEMENT BUSINESS MANAGEMENT CONSULTING SERVICES USER INSTRUCTIONS

(Incorporates User Instructions Supplements 1 thru 3, Revised 5-28-08)

CONTRACTOR:	VARIOUS
CONTRACT NUMBERS:	5-06-99-06 through 5-06-99-61
CONTRACT TERM:	January 24, 2007 through December 30, 2009.
SERVICE:	BUSINESS MANAGEMENT CONSULTING SERVICES (Statewide)
DISTRIBUTION CODE:	Electronic version of all documents associated with this MSA can be found on the DGS/PD Internet web page: http://www.pd.dgs.ca.gov/masters/default.htm

Any questions regarding this MSA shall be directed to the contract administrator:

Department of General Services
Procurement Division, Multiple Award Program
Julie Dean, Contract Administrator
707 Third Street, 2nd Floor
West Sacramento, CA 95605
Phone #: (916) 375-4390
Fax #: (916) 375-4663
E-mail: julie.dean@dgs.ca.gov

Skip Ellsworth, Manager, Multiple Award Program

5/28/2008
Date

MASTER SERVICES AGREEMENT BUSINESS MANAGEMENT CONSULTING SERVICES USER INSTRUCTIONS

SECTION I: INTRODUCTION AND OVERVIEW

The Business and Management Consulting Services Master Services Agreement (MSA) provides State Agencies and local governments with professional consultant services. A local government is defined as any city, county, city and county, district, or other local governmental body or corporation, including the California State Universities (CSU) and University of California (UC) systems, K-12 schools and community colleges empowered to expend public funds. While the State of California makes this MSA available to local government agencies, each local agency should make its own determination of whether using these competitively bid contracts is consistent with its procurement policies and regulations.

The MSA offers choices of fifty-six (56) consulting firms in eight (8) categories/twenty-five (25) different subcategories. Contractors have been selected through a competitive selection process that was based on 30% consulting experience and 70% cost.

This MSA expedites the process used to obtain contractors for business and management consulting services.

- Development of a Statement Of Work (SOW) for the project that identifies all order related issues in the release of the "Request For Offer (RFO)" sent to contractors within the selected MSA service subcategory;
- Evaluation of the contractors' SOW response(s) to the RFO and rationale for selection;
- Choice of the contractor best suited to meeting the user department requirements/needs;
- Manage the project, approve the deliverables and authorize payment to the contractor;
- Government Code (GC) §19130 standards for the use of personal services contracts justification.

If you need assistance in development of your "Request for Offer", (refer to DGS/PD website for sample) you can contact your DGS/Office of Legal Services assigned attorney or the DGS/PD Contract Administrator.

Local government agency requirements are listed at the end of this section.

A. STATE CONTRACT ADMINISTRATOR

Julie Dean
707 Third Street, 2nd Floor
West Sacramento, CA 95605
Phone #: (916) 375-4390
Fax #: (916) 375-4663
e-mail: julie.dean@dgs.ca.gov

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B. CONTRACTOR REQUIRED CERTIFICATIONS

Principal and Senior Level Consultants in the Fiscal Services, Subcategory 4c will be required to have a current Certified Public Accountant (CPA) license which will be verified with the contractor's response to the Request for Offer (RFO) released by the user agency.

C. SERVICE CATEGORIES

Business Management Consulting Services categories offered in this MSA include;

Category 1	Organizational Development
Category 2	Strategic Planning
Category 3	Department/Program Development, Performance Measurements and Evaluation
Category 4	Fiscal Services
Category 5	Benefits Consulting Services
Category 6	Investment Consulting Services <i>No contracts were awarded in this category)</i>
Category 7	Marketing Services
Category 8	Workforce Planning

Users may not use this MSA for Information Technology Projects such as Information Technology Consulting Services, Design and Development of EDP Systems or Software Design.

D. MSA ORDER LIMITS

During the MSA contract term, state agencies' orders are limited to a maximum of \$500,000 per contract order. There shall be no minimum dollar value required on any contract order.

1. Contracts less than \$50,000 are exempt from DGS/OLS Review/Approval
2. Contracts equal to or more than \$50,000 are subject to DGS/OLS Review/Approval

Departments may not execute a non-IT Services Master Agreement transaction in excess of \$500,000. *(Per MM 07-10 dated 12-10-07)*

E. PRICING

The contractor rates listed in Section IV, CONTRACTORS HOURLY RATE SCHEDULES, are the maximum rates fixed for the term of this MSA. The RFO process is included to promote further competition based on a specific statement of work. Once the ordering department issues a MSA order, the hourly rates become fixed for the term of the MSA order.

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F. PAYMENT

Ordering agencies must comply with GC §927 and pay undisputed invoices within the required 45 days. State agencies also may make progress payments to contractors for work performed until the final deliverable is received and accepted. If progress payments are included in the agency's order, the agency shall retain ten percent (10%) of fees billed pending completion of the entire project (PCC §10346 and §12112).

G. DGS ADMINISTRATIVE FEE

The DGS charges the ordering department of this MSA an administrative fee that is to be applied to the total order amount. The fee is a specified percentage of contracted services. The current administrative fee schedule is located at <http://www.ofs.dgs.ca.gov/Price+Book/P/Purchasing.htm>. The fee is not included in the contractor's hourly rates for this MSA. The Multiple Award Program Section (MAPS) will bill the agency directly for the administrative fee.

H. PROJECT RELATED EXPENSES

1. Contractor personnel must be available to interview and work statewide. There is no increase in hourly rates for different locations. Project costs related to items such as travel, per diem and travel time to the designated base of operation for the project are costs of the contractor. The ordering agency shall not pay for such costs as a separate item. The ordering agency will also determine the base of operation for each project.
2. The only travel expense exception will be when the contractor is required to travel to multiple sites that are not located in the same city or general vicinity as part of the project and this requirement is specified in the project's scope of work. All travel expenses must be preauthorized by the ordering agency and is reimbursed at the then-current Dept. of Personnel Administration state rates. Local agencies will pay according to their statutory requirements. The travel expense exception does not pertain to on-site interviews.
3. Contractors may invoice the ordering agencies for training materials such as manuals, video, etc., as a separate line item from the consulting hours if such expenses are included in the agency's project Statement of Work.
4. With marketing projects, expenses such as printing of brochures, media buys, video reproduction, etc. are listed on the project's budget and invoices as a separate line item from consulting hours, if such expenses are included in the project's statement of work.

I. PROFESSIONAL ERRORS AND OMISSIONS INSURANCE

Some orders issued under this MSA may require the contractor to provide proof of Professional Errors and Omissions Insurance covering any damages caused by an

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error, omission or any negligent acts. The ordering department shall determine the minimum limits of the Professional Errors and Omissions Insurance to be provided at no cost to the user department.

J. PERSONNEL WORKING ON PROJECTS

Contractors must include the names, classifications, certifications (if applicable) and resumes of personnel including sub contractors who will be assigned to the project. If a contractor's offer includes subcontractors, the hourly rates and MSA classification **must** be listed. The sub contractor's rates **cannot** be higher than the prime contractor's published MSA rates.

K. TERM OF MSA

The term of this MSA is **January 24, 2007** through **December 30, 2009**—approximately three (3) years. User department's contracts that are in place before the end of the MSA term may continue for twenty-four (24) months beyond the MSA contract period as that is the life of approved fiscal year funding.

L. FINANCIAL SECURITY

1. Progress Payments/Performance Bonds

The ordering agency at its discretion may allow progress payments if applicable in their contract utilizing this MSA. Any contract for non-information technology services (Public Contract Code §10346) may provide for progress payments to contractors for work performed or costs incurred in the performance of the contract. Not less than 10 percent of the contract amount shall be withheld pending final completion of the contract. However, if the contract consists of the performance of separate and distinct tasks, then any funds so withheld with regard to a particular task may be paid upon completion of that task.

For projects/contracts/orders issued under this MSA, the Contractor may be required to post a performance bond in the name of the ordering agency. The ordering agency shall identify this requirement in the RFO. If so required, the Contractor shall submit a faithful performance bond, acceptable to the ordering agency, in a sum not less than one-half of the total amount payable under the contract securing the faithful performance of the contract by the Contractor. The bond shall be furnished to the ordering agency, at no cost to the ordering agency. The bond shall be on a form from an admitted surety insurer and must guarantee Contractor's compliance with the terms of the contract/order with the ordering agency. The bond shall be purchased prior to commencement of work.

2. Liability Insurance

Contractor shall furnish to the State a certificate of insurance stating that there is liability insurance presently in effect for the Contractor of not less than \$1,000,000 per occurrence for bodily injury and property damage liability combined.

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The certificate of insurance must include the following provisions:

- a. The insurer will not cancel the insured's coverage without 30 days prior written notice to the State;
- b. The State of California, its officers, agents, employees, and servants are included as additional insured, but only insofar as the operations under this contract are concerned.
- c. The State will not be responsible for any premiums or assessment on the policy.

Contractor agrees that the liability insurance herein provided for shall be in effect at all times during the term of this contract (including all MSA contracts/orders executed with ordering agencies). In the event said insurance coverage expires at any time during the term of this contract, Contractor agrees to provide, at least 30 days prior to said expiration date, a new certificate of insurance evidencing insurance coverage as provided for herein for not less than the remainder of the term of the contract, or for a period of not less than one year. New certificates of insurance are subject to the approval of the Department of General Services and Contractor agrees that no work shall be performed prior to approval. In the event the Contractor fails to keep in effect at all times insurance coverage as herein provided, the State may, in addition to any other remedies, terminate this contract.

3. Workers Compensation

Contractor shall furnish to the State a certificate of insurance stating that there is Workers' Compensation insurance on all of its employees who will be engaged in the performance of this agreement.

The certificate of insurance must include the provision that the insurer will not cancel the insured's coverage without 30 days prior written notice to the State.

Ordering departments should request a copy of the proof of Workers Compensation Insurance at the time of order placement to ensure Workers Compensation Insurance is current.

NOTE: The State will not be responsible for any premium or assessments on the policy.

M. FEDERAL DEBARMENT

The Federal Department of Labor requires State departments that are expending Federal funds of \$25,000 or more to have a certification by the supplier that they have not been debarred or suspended from doing business with the Federal Government in the contract file. Each Contractor must provide this documentation upon request.

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N. DISABLED VETERAN BUSINESS ENTERPRISE (DVBE)

One (1) firm on this MSA is a California certified Disabled Veteran Business Enterprise and is designated in the contact information listed in Section V, Contractor Contacts. This preference was applied to during the evaluation and selection process. The awarding agency is responsible for establishing a method of monitoring goal adherence, meeting the overall DVBE incentive requirements and tracking dollars spent.

O. TARGET AREA CONTRACT PREFERENCE ACT (TACPA), LOCAL AGENCY MILITARY BASE RECOVERY AREA (LAMBRA), AND ENTERPRISE ZONE ACT (EZA)

If more than 10% of a project is to be performed at a site designated by the ordering state agency, the TACPA, LAMBRA and EZA preferences do not apply to the project and the documentation is not attached to the statement of work. Any questions regarding these preferences should be referred to the Dispute Resolution Unit of DGS, Procurement Division at 916-375-4601.

P. SMALL BUSINESS (SB) PREFERENCE

Thirty-five (35) firms on this MSA are California certified small businesses and are designated in the contact information listed in Section V, Contractor Contacts. This preference was applied to each bid during the evaluation and selection process. The ordering department is required to meet the overall SB incentive requirements and track dollars spent through the use of a certified small business during the term of this MSA.

Q. REPORTING REQUIREMENTS FOR ORDERING DEPARTMENTS

1. Upon completion of the project, the ordering department shall complete the MSA Contract Performance Report in Section VI, FORMS. The completed form should be sent to the MAPS MSA Contract Administrator. Ordering departments may also use the Contract/Contractor Evaluation Form (STD. 4).
2. If the contractor's performance is unsatisfactory, the ordering department must send a copy of the completed Std. 4 to the DGS, Office of Legal Services within five (5) days after the completion of the evaluation. The contractor must be notified and sent a copy of the unsatisfactory Std. 4 evaluation by the ordering department within fifteen (15) days after its completion.
3. Effective January 1, 2001, departments must report specific information on independent sole proprietor contractors to the Employment Development Department (EDD) as required by Unemployment Insurance Code §1088.8. The information must be reported within twenty (20) days of entering into a contract for \$600 or more, or if there is no contract, within 20 days of when the payments total \$600 or more in any calendar year, whichever occurs

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sooner. For assistance in reporting to EDD, please call 916-657-0529, the EDD Tax Branch, Accounts Services Group.

R. DGS Office of Legal Services Requirements (For Contracts \geq \$50,000)

Ordering departments must obtain the DGS Office of Legal Services (OLS) review and approval prior to executing the contract.

<http://www.ols.dgs.ca.gov/Contracting+Info/formsandinstruction.htm>

S. LOCAL AGENCIES GUIDELINES FOR USE OF THIS MSA

1. Local agencies must agree to all the terms and conditions of this MSA when issuing orders against this MSA.
2. Local agencies may use their own contract forms but must include all pertinent information as required by State ordering agencies—the data elements are described in Section VI, Forms and Samples, and STD. 213.
3. DGS charges the users of this MSA an administrative fee. The DGS administrative fee is a specified percentage of contracted services set annually. Local agencies using this MSA should check the DGS website for current rates. Refer to the DSG Price Book located at <http://www.ofs.dgs.ca.gov/Price+Book/P/Purchasing.htm>. The DGS administrative fee is not included in the contractor's hourly rates for this MSA. Local agencies must agree to the State's administrative fee. The State will bill the local agency for using this MSA as outlined above.
4. The DVBE participation goals do not apply to MSA orders issued by local agencies.
5. The Small Business preference does not apply to MSA orders issued by local agencies. Local agencies are not required to track dollars spent through the use of certified small businesses.
6. Local Agency Reporting—send one copy of the approved order/contract form along with a copy of the Contractor and Evaluation and Selection Form to DGS/Procurement Division, Attn: Multiple Award Program Section (MAPS). The local agency resolution, if required, approving use of the MSA must be attached to the approval order/contract. The local agency order/contract document **must** include the DGS billing code. If a local agency has not been assigned a DGS billing code, it may obtain one by e-mailing the following required information as follows:
 1. Complete Agency Name
 2. Complete Agency billing address
 3. Agency billing contact name
 4. Agency billing contact's phone number

To: Marilyn.ebert@dgs.ca.gov

Cc: Wilson.lee@dgs.ca.gov

Upon receipt of the local agency's e-mail, Marilyn or Wilson will assign and e-mail the billing code back to the requesting local agency.

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SECTION II: ORDERING PROCEDURES

These instructions are designed to help the ordering department with the final selection of a contractor. In addition to procedures listed in these User Instructions, the ordering department must follow established state and/or local agency policies and procedures when considering service needs.

In addition to procedures found in these User Instructions and the DGS/OLS State Contracting Manual, the ordering agency's internal contract procedures also must be followed.

State agencies should consider utilizing the Department of Finance (DOF), Office of State Audits and Evaluations (OSAE) <http://www.dof.ca.gov/FISA/OSAE/OSAE.asp> as a contractor for Category 4a and 4b services. OSAE currently conducts financial, compliance and performance audits for state agencies through the use of an interagency agreement. Government Code Section 8546.4 (e) states that "except for those state agencies that are required by state law to obtain an annual audit, no state agency shall enter into a contract for a financial or compliance audit without prior written approval of the Controller and the Director of Finance, which approval shall state the reason for the contract and shall be filed with the State Auditor at least 30 days prior to the award of the contract."

A. GENERAL INFORMATION RELATED TO THE USE OF THIS MSA:

1. To eliminate follow on contracts, no person, firm, or subsidiary thereof who has been awarded a consulting services contract may submit an offer for, nor be awarded a contract for, the provision of services, procurement of goods or supplies, or any other related action which is required, suggested, or otherwise deemed appropriate in the end product of the consulting services contract.
2. The selected contractor shall not commence work until receipt of a signed contract.
3. Work performed at the department shall be during normal department work days and hours unless a different schedule is specifically requested by the ordering department. There shall be no increase in hourly rates for extended hours or days (e.g. off hours, overtime and holidays).
4. The selected contractor is contractually obligated to provide personnel to work on projects on a statewide basis and must be available to start the project work within two (2) weeks of contract award or mutually agreeable time of being accepted by the ordering department.
5. Contractor must be available for an interview within five (5) working days or a mutually agreeable time from the date of notification by the ordering department of the interview intention.
6. Failure by the contractor to comply with any of the requirements from this section is grounds for contract termination.

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B. GENERAL ORDERING INSTRUCTIONS

1. Any state or local agency may place orders against this MSA. Local agencies must follow additional guidelines included in Section I.T.

The ordering agency should make every effort to receive three written proposals (with the exception of Subcategories 5A and 5B). For a sample of a Request for Offer, refer to <http://www.documents.dgs.ca.gov/pd/delegations/RFO.pdf>. The statement of work should be sent to enough firms to ensure the receipt of three written proposals for the project. Each contractor sent an RFO will be requested to submit an offer as detailed in Section II.C. to the ordering department by the time specified in the RFO.

2. If the requirements of the project change you must solicit all of the contractors who were sent an initial RFO with the revised requirements.
3. After review and evaluation of all responsive offers, the ordering department will select the contractor that offered the lowest cost. The ordering department will make an award to the contractor whose response to the RFO was selected. An award will be made using a Standard Agreement 213 (refer to Section VI, Forms and Samples). The SOW should be attached to the Std. 213.
4. There shall only be one vendor per MSA order.
5. If an ordering department wishes to rehire a contractor, a new RFO and MSA order must be executed.
6. MSA orders can be placed and approved by the ordering department under the guidelines of this MSA; however, if an ordering department is found to be in violation of this MSA's ordering procedures, they may be subject to revocation of their purchasing authority to use this MSA.
7. Any amendment to an ordering department contract must comply with State Contracting Manual, Volume 1, Amendment Provisions and PAM Chapter 8, Topic 7.

C. CONTRACTOR'S RESPONSE TO RFO

The responses submitted by contractors must include the following:

- a. Procedures/Methods to accomplish the ordering department's project in a SOW (i.e. solution to the described situation);
- b. Detailed task plan and budget plan including the number of hours, hourly rate (not to exceed the MSA rates), and total for each person named to be working on the project. If the project covers more than one service category/subcategory in which the contractor has different contracted hourly rates, the budget must list the number of hours that the contractor's personnel will work in each category/sub category. Resumes and classifications of contractor's staff and subcontractors assigned to work on

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the project. The contractor will submit sufficient documentation so the ordering department can be assured the contractor's personnel meet the experience requirements;

- c. All expenses such as training materials should be listed as separate line items in the budget as they relate to the SOW;
- d. Sales tax does not apply to services supplied under this MSA. Contact the State Board of Equalization toll free at 800-400-7115 for general tax questions and information;
- e. DVBE participation information, as required by ordering department;
- f. TACPA, LAMBRA, and EZA documents, if required by ordering department;
- g. Copy of current certification as a small business and DVBE if applicable;
- h. Proof of Professional Errors and Omissions Insurance, if required by ordering department;
- i. Performance bond, if required by ordering department.

D. FINAL SELECTION OF CONTRACTOR

- 1. The ordering department should review the submitted responses based on "lowest cost" to select the contractor.
- 2. The selection process must include evaluation of written RFO as well as a review of the contractor's written response to the RFO.
- 3. After the selection is made, simply notify the contractor of your selection.

E. FILE DOCUMENTATION

Ordering departments must record their evaluation and selection criteria and keep the following pertinent documents in the procurement file:

- 1. Department internal expenditure and contract approval
- 2. GC §19130 justification (Section VI, Forms & Samples)
- 3. RFO with minimum of 3 responses. Including S/B or DVBE if applicable
- 4. Resumes
- 5. Certified Public Accountant (CPA) for Principal and Senior Level Consultants in the Fiscal Services, Subcategory 4c, if applicable.
- 6. Financial Information/Bond, if applicable
- 7. Secretary of State Certification
- 8. Certificate of Liability Insurance greater than \$1,000,000 if federal funds are used

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9. Federal Debarment certification signed by the contractor that they have not been suspended from doing business with the Federal Government
10. Workers Compensation Liability Insurance
11. Confidentiality Statement signed by the contractor
12. Payee Data Record STD 204
<http://www.documents.dgs.ca.gov/osp/pdf/std204.pdf>
13. California S/B or DVBE certification, if applicable
14. The SOW must include service subcategory job classification and rates.
15. Contractor's MSA contract including the rate schedule
16. SB/DVBE incentive documentation
17. Completed evaluation and selection report
18. Before awarding a consulting services contract of \$5,000 or more, an agency must request a copy of any negative evaluations from DGS/OLS. (PCC § 10371.) To avoid possible delays in approvals of contracts submitted to DGS, the awarding agency should document the review of the negative evaluations in the space provided on form STD 215.
19. Standard Agreement 213 along with an Agreement Summary 215
<http://www.ols.dgs.ca.gov/contracting+info/formsandinstruction.htm> including the SOW, Department Billing Code, Leverage Procurement Agreement number, Delegation number, and supporting documentation. Copies of all said documents must be sent to the Department of General Services, Procurement Division, Master Agreement Unit. A STD 65 is not permissible.
20. State Contract Procurement Registration Systems (SCPRS) confirmation
21. Contract Award Report STD 16
<http://www.documents.dgs.ca.gov/osp/pdf/std016.pdf>
22. Contract/Contractor Evaluation (STD4)
<http://www.documents.dgs.ca.gov/osp/pdf/std004.pdf>
Should occurrences of either outstanding performance or poor performance be encountered, the DGS Procurement Division Contract Administrator should be notified. The contract shall have the option of reviewing any such submitted performance reports and evaluation.

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F. CONTRACT DISTRIBUTION

Copies of Standard Agreement 213 along with an Agreement Summary 215 must be sent to the Department of General Services, Procurement Division, Master Agreement Unit. A STD 65 is not permissible.

Department of General Services
Procurement Division
Julie Dean
Master Agreements-Second Floor South
P.O. Box 989052
West Sacramento, CA 95798-9052
IMS: Z-2

III. SERVICE CATEGORIES AND JOB CLASSIFICATIONS

Only the categories in which each bidder successfully bid are listed in the contract. Contractor personnel must be able to perform the following service subcategories and they must be performed by the staff classification and experience as explained below.

A. Category 1 Organizational Development

Subcategories:

a. Team Development

Assist agency employees to develop the needed skills to work effectively in teams or groups. This should include communication principles, group problem-solving models, meeting management skills, team member roles, and dealing with conflict.

b. Problem Solving/Conflict Management

Assist agencies to develop problem solving/conflict management processes that emphasize open communications. Provide a framework for evaluating problems and issues by clearly identifying and documenting relevant goals and objectives. Establish a process that analyzes issues/problems in the context of expected outcomes and suggest corrective actions.

c. Customer Service

Assist agencies to develop necessary skills to provide quality service to both external and internal customers. Also assist with the development and evaluation of customer satisfaction surveys and other customer service evaluation strategies and approaches.

d. Process Improvement

Assist agencies in the application of process improvement methods/tools to current work processes, including statistical analysis, workload and workflow analysis, comparison of similar

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processes across different programs, cycle time evaluation and reduction, and process streamlining.

e. Program Training

Assist agencies with the development and/or update and implementation of program specific curriculum. Also assist with writing of training manuals.

f. Train-the-trainer

Develop instructional materials and design train-the-trainer programs that include current adult learning methodologies.

g. Facilitation

Assist agencies with the planning, facilitation and evaluation of meetings, conferences, retreats and public meetings.

B. Category 2 Strategic Planning

Subcategories:

a. Strategic Planning

Using methods tailored for the public sector, assist agencies with the development, preparation, implementation and revision of their mission/vision and strategic plan(s).

b. Internal and External Environmental Assessment

Assist in the development and utilization of assessment methodologies that look at the factors in the internal and external environments that influence business strategies and pose a threat to the program and/ or organization or provide an opportunity for the organization and/ or program. The external assessment should include future trends and forecasts. The environmental assessment may need to be done as an independent evaluation.

C. Category 3 Department/Program Development, Performance Measurements and Evaluation

Subcategories:

a. Department/Program Evaluation

Assess organizational effectiveness, structure, resource allocation, teamwork, responsiveness to customers and other appropriate factors through document research, interviews and group discussions, surveys, comparable agency analysis and analysis of best-in-class organizations. Develop recommendations and action plans

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b. Department/Program/Project Planning and Development

Assist in department/program/project planning, design, implementation, and evaluation. Ensure approaches that link department/program/project goals and objectives to business requirements, assess risk, closely monitor progress and involve key stakeholder groups.

c. Department/Program Performance and Outcome Measurements

Assist organizations in developing and implementing performance measurement approaches that consider, both quantitative and qualitative results, and are specific to the public sector. Also specify approaches and methods to evaluate outcomes of policies and programs that are intended to affect the behavior of groups and individuals statewide.

D. Category 4 Fiscal Services

Subcategories:

a. Department/Program Auditing

Perform independent financial audits of agencies and internal and external programs. Also assist agencies with implementation of new auditing procedures/programs.

b. Financial Analysis

Assist agencies with budget analysis, cost-benefit analysis salary studies, economic analysis and other related fiscal services on a program and/or department basis.

c. Fiscal Services

Conduct a review of a firm's financial statements and determine the firm's financial solvency and financial standing in comparison to other firms in the industry. The Financial Analyst may be responsible for reviewing various aspects of a firm's financial statements to determine a firm's financial solvency, including but not limited to the following:

- cash on hand
- accounts receivables
- short-term investments
- current assets
- total assets
- current liabilities
- shareholder's equity
- total revenue
- operating income
- net income
- bond ratings
- liquidity ratios

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- assets
- ability to carry debt
- gearing – long term liability/shareholders equity
- profitability – gross profit/turnover * 100

E. Category 5 Benefits Consulting Services

Subcategories:

a. Benefit Trend Analysis

Evaluation of current and future benefit trends on a Regional and National basis. Provide comparative data of the State's benefit program to other large employers and to industry standards. Establish performance standards and measures. Evaluate performance of State's benefit program. Make recommendations and develop action plans.

b. Benefit Program Audits, Actuarial Valuations and Tax Consulting

Perform actuarial valuations of benefit programs and comparisons to other regional and national programs; audit of benefit program financials and proposals; and general consulting on Internal Revenue code provisions and applicability to current and future programs.

No contracts were awarded in this subcategory.

c. Benefit Program Analysis and Development

Analyze, develop, and assist in the negotiation benefit programs for large employers in one or more of the following areas: Dental, Vision, Health, Defined Contribution, Cafeteria Benefit Plans, Worker's Compensation, Flexible Benefits, Employee Assistance, Life Insurance, Long-Term Disability Programs, Safety and Wellness, Salary Administration and other areas as required.

d. Workgroup Facilitation

Assist with the facilitation of Labor/Management workgroups or coalitions, and other workgroups related to benefit administration

No contracts were awarded in this subcategory.

e. Disability Management Program Development

Assist agencies with the development of an integrated disability management process that includes all of the disability related programs (industrial and non-industrial) and employee benefits.

No contracts were awarded in this subcategory.

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F. Category 6 Investment Consulting Services
No contracts were awarded in this category.

Subcategory:

a. Investment Consulting and Portfolio Design
Analyze current and future investment portfolios. Design defined contribution plans including plan administration.

G. Category 7 Marketing Services

Subcategories:

a. Marketing/Public Relations Plan(s) Analysis and Development
Assist agencies with the development and implementation of marketing/public relation plans for current and/ or new programs and services. Also perform analysis of current marketing/public relations plans as to their effectiveness. Analysis will include recommendations and action plans.

b. Marketing and/or Research Surveys
Develop and conduct market and/or research surveys of current and potential markets for agencies' current and future programs and services.

c. Multi-Media Production Services
Assist agencies with the development and production of multi-media projects (e.g. videos and public announcement spots) for current and future programs and services.

H. Category 8 Workforce Planning

Subcategories:

a. State of California Workforce Planning Model
Train and consult with departments, as requested, on workforce and succession planning, and implementation of the State of California Workforce Planning Model or other model selected by the departments. Provide knowledge transfer of workforce planning concepts and assist departments in the development of tools, templates or other resources that will facilitate their ongoing workforce planning efforts.

b. Department Workforce and Succession Plans
Assist departments in developing and implementing workforce and succession plans, including reviewing the department's strategic plan and timeframes, funding levels, and any anticipated factors, such as legislative, technology and social changes; identifying work functions that must be performed to accomplish the strategic plan; identifying staffing requirements, both in number of staff and competencies required to accomplish the work functions; projecting workforce supply including

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numbers of staff and competencies; analyzing workforce “gaps” by comparing the staffing requirements to the projected workforce supply; establishing priorities and solutions for meeting the “gap”; and evaluating and adjusting the plan, as appropriate.

c. Workforce Gap Solutions

Assist departments in identifying solutions and strategies to address their workforce gaps in areas such as staff development, classification, recruitment and selection, retention, and knowledge transfer.

I. PERSONNEL CLASSIFICATIONS

The personnel classifications for this Agreement are:

1. Principal

The principal develops study methodologies appropriate to the scope and nature of the project, provides project administration, monitors contract execution, analyzes complex problems, and prepares or edits project deliverables. Principals need a minimum of ten (10) years of full-time experience in the applicable discipline or field of study either as a public sector manager and/or consultant. Principal may also be listed as Owner, Director, Partner or Senior Manager.

For Category 4 Fiscal Services Subcategory 4c Fiscal Services Only:

In addition to the classification requirements above, Principal consultants in the Fiscal Services subcategory will be required to have a current Certified Public Accountant (CPA) license which will be verified with the bidder's response to the Request for Offer (RFO) released by the user agency.

2. Senior Level

The senior level position is responsible for the day-to-day management of the project activities and assists with the preparation of the project deliverables. The senior level position is responsible for supervision and assignment of all journey level staff, and ensures compliance with all engagement schedules and budgets. The senior level position needs a minimum of five (5) years of full-time experience in the applicable discipline or field of study either in the public sector and/or as a consultant. Two of the five years should be in a supervisory position. Also may be listed as Manager, Senior Staff, Senior Associate or Associate.

For Category 4 Fiscal Services Subcategory 4c Fiscal Services Only:

In addition to the classification requirements above, Senior Level consultants in the Fiscal Services subcategory will be required to have a current Certified Public Accountant (CPA) license, which will be verified with the bidder's response to the Request for Offer (RFO) released by the user agency.

3. Journey Level

The journey level position conducts the day-to-day activities necessary to complete the tasks of each project. The journey level position works under the direction of the senior level position in completing a substantial portion

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of the detailed work related to each project. Journey level consultants have at least one year of related work experience.

4. Administrative

The administrative position performs all necessary direct support of each project.